

## **Exhibit 2**

**This exhibit is a booklet and it cannot be scanned therefore only the cover and table of content has been scanned to aid you in your research. The original exhibit is on file at the Montana Historical Society and may be viewed there.**

**Montana Historical Society  
Archives, 225 N. Roberts, Helena,  
MT 59620-1201  
Phone (406) 444-4774.**

Scanning by: Susie Hamilton

EXHIBIT 2  
DATE 1/13/09  
HB 2

# MONTANA

# Creativity

# at Work

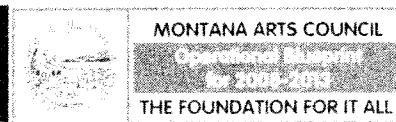


**MONTANA ARTS COUNCIL**

**Operational Blueprint  
for 2008-2013**

**THE FOUNDATION FOR IT ALL**

# Table of Contents



The Foundation for It All .....	Page 2
The Planning Process .....	Page 3
A Framework for Arts Education	
Frame #1: Life-long Learning .....	Page 4
Frame #2: K-12 .....	Page 5
A Framework for Economic Vitality	
Frame #1: Training and Network Development ....	Page 6
Frame #2: Market Expansion .....	Page 7
A Framework to Promote the Public Value of the Arts	
Frame #1: Bridge Building .....	Page 8
Frame #2: Innovation .....	Page 9
Frame #3: Challenges and Opportunities .....	Page 10
Sources of Public Input, Research and Partners ....	Page 11

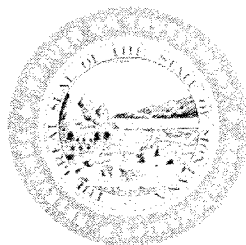


Artist Cheryl Barnes residency in Chawna, UT



Montana Arts Council  
P.O. Box 202201  
830 North Warren  
Helena, Montana 59620  
Website: [www.art.mt.gov](http://www.art.mt.gov)  
Email: [mac@mt.gov](mailto:mac@mt.gov)  
406-444-6430  
Art Ed Hotline  
1-800-282-3092

©2007



## PUBLIC VALUE PARTNERSHIPS

THE ARTS valued by Montanans  
worthy of State investment

Development of this Operational Blueprint was funded by  
the State of Montana and the National Endowment for the Arts



5102 Commissioner Of Higher Education				All Programs		
Executive Budget Reconciliation						
	General Fund FY 2010	General Fund FY 2011	General Fund FY 2010-11	Total Funds FY 2010	Total Funds FY 2011	Total Funds FY 2010-11
<i>Calculation of Executive Budget (Nov. 15, 2008)</i>						
FY 2008 Base	170,167,847	170,167,847	340,335,694	229,346,474	229,346,474	458,692,948
Statewide Present Law Adjustments	(22,643)	(57,051)	(79,694)	745,330	695,799	1,441,129
Other Present Law Adjustments	18,720,778	20,597,718	39,318,496	36,043,286	42,081,508	78,124,794
New Proposals	916,339	916,372	1,832,711	866,339	866,372	1,732,711
<b>Original Executive Budget</b>	<b>189,782,321</b>	<b>191,624,886</b>	<b>381,407,207</b>	<b>267,001,429</b>	<b>272,990,153</b>	<b>539,991,582</b>
<b>Revised Executive Budget</b>	<b>182,035,240</b>	<b>184,764,463</b>	<b>366,799,703</b>	<b>256,353,983</b>	<b>260,176,948</b>	<b>516,530,931</b>
<i>Executive Budget Revisions (Dec. 15, 2008)</i>						
PL00930 General Fund Replacement with Six Mill Levy Funds	(1,900,000)	300,000	(1,600,000)	-	-	-
PL01201 Loan Servicing Costs Increase	-	-	-	(4,716,171)	(5,568,273)	(10,284,444)
PL07101 Fuel Inflation Reduction	(16,326)	(37,768)	(54,094)	(16,579)	(38,058)	(54,637)
<b>Present Law Total</b>	<b>(1,916,326)</b>	<b>262,232</b>	<b>(1,654,094)</b>	<b>(4,732,750)</b>	<b>(5,606,331)</b>	<b>(10,339,081)</b>
NP00102 Information Resources, Planning, and Communication	(79,939)	(79,972)	(159,911)	(79,939)	(79,972)	(159,911)
NP00405 Reduce State Funding - Community Colleges	(68,609)	(134,005)	(202,614)	(68,609)	(134,005)	(202,614)
NP00802 Fund Deputy Commissioner for 2-Year Education	(50,000)	(50,000)	(100,000)	-	-	-
NP00920 PBS Restore One-Time Funding to be Ongoing	(200,000)	(200,000)	(400,000)	(200,000)	(200,000)	(400,000)
NP00950 Reduce State Funding - Educational Units	(2,278,514)	(3,056,093)	(5,334,607)	(2,278,514)	(3,056,093)	(5,334,607)
NP00960 Eliminate increase for Administrative Assessments	(237,342)	(309,823)	(547,165)	(237,342)	(309,823)	(547,165)
NP00970 Remove Present Law Pay Increases	(441,755)	(816,039)	(1,257,794)	(441,755)	(816,039)	(1,257,794)
NP01101 Restore One-Time Funding to be Ongoing	(461,400)	(461,400)	(922,800)	(461,400)	(461,400)	(922,800)
NP08101 Increasing 4% Vacancy Savings to 7%	(2,013,196)	(2,015,323)	(4,028,519)	(2,147,137)	(2,149,542)	(4,296,679)
<b>New Proposal Total</b>	<b>(5,830,755)</b>	<b>(7,122,655)</b>	<b>(12,953,410)</b>	<b>(5,914,696)</b>	<b>(7,206,874)</b>	<b>(13,121,570)</b>
<b>Total All Decision Packages</b>	<b>(7,747,081)</b>	<b>(6,860,423)</b>	<b>(14,607,504)</b>	<b>(10,647,446)</b>	<b>(12,813,205)</b>	<b>(23,460,651)</b>

## MONTANA UNIVERSITY SYSTEM

The above table summarizes the calculation of the original executive budget (Nov. 15, 2008) and the changes made by the executive to derive the revised executive budget (Dec. 15, 2008) for the Office of the Commissioner of Higher Education (OCHE) and the Montana University System (MUS).

### Calculation of Original Executive Budget

The top section of the table summarizes the calculation of the original executive budget. The FY 2008 base budget is shown for general fund and total funds; added to the base are statewide present law adjustments for OCHE only, other present law adjustments (which includes statewide present law adjustments for the educational units, research agencies, and community colleges), and new proposals originally included in the executive budget.

### Changes between Nov. 15, 2008 and Dec. 15, 2008

Between the November 15, 2008 and the December 15, 2008 budgets the Governor reduced the proposed biennial budget for the OCHE/MUS by \$14.6 million general fund, \$23.5 million total funds. Most of the general fund reductions, \$13.2 million, impact the MUS educational units and research agencies and included the following:

- Overall reduction in state funds to the educational units --\$5.3 million general fund reduction over the biennium
- Increase 4% vacancy savings to 7% at the MUS educational units and research agencies -- \$4.0 million general fund reduction over the biennium
- Funding switch – Replace \$1.6 million general fund with a like amount of six-mill levy revenue at the educational units



- Remove present law pay increases for the educational units and agencies -- \$1.2 million general fund reduction over the biennium
- Remove funding for increased administrative assessment costs at the research agencies -- \$0.5 million general fund reduction over the biennium
- Montana public television -- remove \$0.4 million general fund over the biennium

Changes in other programs between Nov. 15 and Dec. 15 include:

- Removal of inflationary increases for gasoline and diesel fuel
- Reduce funding for Information Resources, Planning, and Communication position in OCHE -- \$159,900 general fund reduction over the biennium
- Reduce community college funding -- \$0.2 million general fund over the biennium
- Reduce funding for the Deputy Commissioner for 2-Year Education position in OCHE -- \$100,000 general fund reduction over the biennium
- \$922,800 biennial general fund reduction for Tribal College Assistance for non-beneficiary students
- \$10.3 million biennial federal fund reduction to correct an error in the original executive budget

**Legislative Hearing Testimony**  
**Montana Arts Council**  
**January 13, 2009**  
**Arlynn Fishbaugh, Executive Director**

**Slide: Montana...the Land of Creativity**

Good Morning Mr. Chairman and members of the Committee, for the record my name is Arni Fishbaugh, and I'm the Executive Director of the Montana Arts Council.

Art can take many faces, and this morning we'd like to begin by presenting the committee with some "art of baking" to start your day -- freshly-baked Montana cookies made by Kim Hurtle, our Executive Assistant. With your permission, Mr. Chairman, we'll pass these around and I'd also like to provide the committee with a copy of my power point, if they'd like to follow along, and our Operating Blueprint, which I'll be referring to later.

While that is done, I'll begin: The Montana Arts Council is the state agency charged with promoting the arts in Montana.

**Slide: Vision**

Our vision statement takes us to a place where "Montana will be known far and wide as "The Land of Creativity," where the arts are essential to the creativity, imagination and entrepreneurship that make Big Sky Country the very best place on earth to live, learn, work and play."

**Slide: Mission**

And the mission: "The agency of state government established to develop the creative potential of all Montanans, advance education, spur economic vibrancy and revitalize communities through involvement in the arts."

**To Begin**

*Slide:*                      *Visual arts*  
Copper Village Art Museum in Anaconda  
Art Mobile (now out of Bozeman)

For those of you who are new to this committee, we'd like to make sure that you know that when we talk about the arts, we mean more than just paintings on the wall and visual arts. We also mean:

*Crafts*                      Crafts photos

*Theater*                      Shakespeare in the Parks slide/Whitefish Theater

<i>Dance</i>	MDAA and Montana Ballet shots
<i>Music</i>	Glacier Orchestra, Kalispell Bozeman Symphony, Bozeman Midori in Dillon with Jr. Fiddlers
<i>Traditional Arts</i>	George Holt, Dillon, Saddle-making Jackie Larson Bread, Beadwork
<i>And Literature</i>	"The Last Best Place"

**Slide: Council**

Our agency is governed by a 15-member council, all of whom are appointed by the Governor.

Jackie Parsons of Browning is our Chairman. She is an enrolled member of the Blackfeet Nation and a nationally respected traditional artist. She has been on our council for over 15 years and has seen us through thick and thin.

If you ever have the opportunity to visit the Smithsonian's Museum of the American Indian while you're in Washington, D.C., Jackie was the co-curator of its Blackfeet Exhibit, as well as for the major exhibit, "Identity by Design: Dresses of the Northern Plains Indians," which opened in 2007. She is featured in the Smithsonian's book on this exhibition, as well.

Jackie was not able to be with us today, but we do have another member of MAC's Executive Committee here, Rob Quist. Rob is from Kalispell and is one of our state's best-loved musicians as the main man in his band "Great Northern." He is also one of the original members of the Mission Mountain Wood Band – one of the great bands of all time from the 1970s.

**Slide: Staff Chart**

The Montana Arts Council has a staff of seven FTE. Five people are full-time and four folks are part-time, making up the total of seven FTE. This staff aligns with the Personal Services budget line on page E-73.

Our seven FTE compare to eleven ten years ago. At that time we received a major cut in federal funding and down-sized significantly. It has been hard to adjust to this. One of the ways we have adapted is to combine job responsibilities as we streamlined our operations. As you'll see, because we are so small, most of our staff has more than one job title. They are each responsible for several major programs or areas of operation.

**Slide: Staff Technical Assistance**

One of the other things the staff does is handle a big load of technical assistance, ranging from helping organizations file for tax-exempt status to help with grant writing to wanting help dealing with troublesome board members. One of our more frantic calls last week was from an

C:\Users\Arnie\Documents\Documents\Legislature\2009 Session\Legislative Budget Testimony - Final Final.doc



organization that asked, "What am I going to do? My power bill just went from \$1,000 to \$5,000 per month!"

**Slide: Blueprint**

The agency uses an Operational Blueprint to map its course. It is designed to cover 2008-2013 and has been developed with a great deal of public input.

**Slide: Three Priority Frameworks**

It has three priority frameworks around which we focus our work: Arts Education, Economic Vitality and Public Value.

**Slide: MAC Grants**

We implement these frames through grants, which are represented in your LFA materials on the Grants line item on page E-73 ... and through Programs, which are part of the Operating Expenses in the same chart.

**Slide: MAC Grants tie to arts ed, eco devo and public value**

All grants tie directly to our three priority frameworks – art education, economic vitality and public value.

Since many people think of grants when they think of the arts council, we'll start there:

**Slide: Arts Ed – Art Mobile**

Artists in the Schools and Communities grants have an extensive reach across the state. These grants fund artists to come into the schools for a day to a week, or longer, to provide participatory experiences that increase or strengthen student's knowledge and skills in the arts.

**Slide: Arts Ed: Anaconda HS "Othello"**

Grants are matched \$ to \$, although a larger subsidy is available for Title 1 and really rural schools.

**Slide: Arts Ed: Kalispell High School: Jay Laber**

Arts education grants reach one out of every five school children throughout the state each year. In FY 2008, our arts ed programs reached 50 of Montana's 56 counties.

**Slide: Public Value Partnerships – The 3 Rs**

Public Value Partnership grants provide operating support for staffed arts organizations with year-round operations.

**Slide: PVP Grants: Shakespeare in the Parks**

Public Value is defined as those things that are of benefit to all the citizens of Montana and are worthy of state and federal investment.

**Slide: PVP -- Motherlode**

Approximately 45 arts organizations are funded through this program. They must account yearly for how they are building stronger relationships with their communities.

**Slide: PVP -- "How does your organization produce public value?"**

They must also respond to the question, "What would you say if a legislator asked you how your organization produces public value in return for the state funding it receives?" Rob Quist will be giving you some of those answers as part of our hearing a bit later.

**Slide: PVP -- Emerson Cultural Center**

Operating support is the most difficult funding to come by, so it's enormously valuable to these organizations.

**Slide: PVP: Billings Symphony**

They all provide tremendous resources to area schools and have strong arts education programs.

**Slide: PVP: Stumptown**

Organizations apply for up to two percent of their annual operating budget, with maximum grants of \$8,000 per year (an amount that has not changed for 15 years.)

**Slide: Butte Symphony**

This funding acts as a "good housekeeping seal of approval" and is used as a catalyst to attract other private dollars.

**Slide: Yellowstone Art Museum**

I thought you might also like to know that our Montana-grown Public Value Partnership grant program ....

**Slide: PVP -- Bozeman Symphony**

... has been the focus of a great deal of national attention...

**Slide: PVP: Other organizations funded list**

... and is currently presented as a model practice for state arts councils by the National Assembly of State Arts Agencies.

**Slide: Opportunity and Professional Development Grants**

For smaller arts organizations and for individuals, MAC also has grant programs of up to \$1,000 to fund unexpected opportunities and professional development in areas of gaining business, marketing, planning or artistic expertise.

**Slide: Folk Arts Master/Apprenticeships**

In the interest of preserving Montana's cultural heritage, we also offer Folk Arts Master/Apprenticeships. These are awards to master folk artists who take on an apprentice to teach those folk arts skills that are passed down through the generations, one-on-one.

**Slide: Artist Innovation Awards -- Criteria**

The Artist Innovation Awards is a new program set to begin next month, launched with federal money. These awards will celebrate how the arts lead to creativity and to innovation. There will be up to five \$3,000 awards.

**Slide: Artist Innovation Award: Public Value Component**

In order to promote the connection between the arts and innovation, and extend the impact of the award beyond the recipient, awardees will be required to complete an activity in the coming year that will help other Montanans learn about their innovative work and processes.

**Slide: Pie Chart**

Here is a pie chart of how our grant funding splits out.

**Slide: Cultural Trust**

The Arts Council also administers the Cultural and Aesthetics Trust for the state. These grants come from coal tax. Two-thirds of one percent of the tax on coal goes into the corpus of the Trust annually. This two-thirds of one percent that builds the corpus amounts to about \$240,000 per year.

The corpus of the Cultural Trust is about \$10.4 million at present. Interest earnings on this corpus are used to pay for Cultural Trust grants and their administrative costs, and the arts council's Folk Arts program.

Cultural Trust grants are not in HB2 – they are located in HB9 and are heard by the Long-Range Planning Committee. But the administrative costs for running this program are here in our budget in HB2.

There is frequently a great deal of confusion about the Cultural Trust. The Cultural Trust is a legislative program with a separate 16-member advisory committee that makes recommendations to the legislature on grant funding. That committee will make \$810,000 in grant funding recommendations to Long-Range Planning next month for the 2010-2011 biennium. The arts council has no decision-making authority over how those grants are allocated.

The Cultural Trust funds many worthwhile projects that have nothing to do with the arts, such as history museums, historic preservation and libraries. So it's really NOT an "Arts Trust," as many people call it. It is truly a "Cultural Trust."

**Slide: Montana Arts Council Programs**

In addition to grants offered by the Montana Arts Council, we deliver a variety of programs to meet a variety of needs. These program costs are embedded as part of Operations in the chart on page E-73.

We want to point out that the Operations line item is not just about administration for the agency ... a large chunk is for Programs, such as these:

**Slide: State of the Arts**

- State of the Arts. You all are or will be receiving the agency's newspaper "State of the Arts," which is mailed electronically and to regular mail subscribers on a bi-monthly basis with a circulation of close to 10,000. It has been called "The New York Times" of state arts council newspapers because of its featured arts promotion, professional development articles and opportunities, and boards of director resources. It is also considered one of the most valuable products we produce.

**Slide: Leadership Institutes Photos**

- Leadership Institutes have been offered for the past four years for non-profit arts organizations' Boards of Directors. During this time, over 50 organizations have participated with over 400 people attending. The evaluations have been superlative!

**Slide: Leadership Institute – Marketing, Fund Raising, Governance**

These workshops offer training in fund-raising, marketing and governance. One of the training priorities during these Institutes has been to provide arts organizations with strong business tools. This has helped many of them weather the current economic storm more productively, although it's still rough out there.

**Slide: MCAM—Glenn Goldthwait**

- A recent addition to our program slate is an initiative funded by the National Endowment for the Arts.

**Slide: MCM – Elaine Snyder**

We have built this into the Montana Circle of American Masters in Visual Folk and Traditional Arts.

**Slide: MCAM Rich Charlson**

A member of Montana's Circle of American Masters is a person of significant cultural and artistic stature.

**Slide: MCAM: Ed Caffrey**

Their work is representative of the historic, traditional, and innovative arts and handcrafts distinctive to the State. It is worthy of note on both a state and national level.

**Slide: MCAM: List of other awardees**

All eleven artists will be honored at a ceremony here in the Rotunda on Thursday, January 29th at 4pm, to which you will all be invited, and we hope you can attend!

**Slide: Publications**

- The Montana Arts Council has produced a variety of publications that focus on building audiences and fund-raising. We are very proud of the fact that these are also used as model practices for rural arts organizations across America.

**Slide: Non-Profit EIS**

- The arts council has also conducted major research, such as the Economic Impact Study of our tax-exempt arts organizations in Montana. This study showed that these tax-exempt organizations, like those you have seen in our slide show today, had an \$80 million economic impact on the state in 2003, when the study was conducted.

**Slide: Artist EIS**

- We also researched a study about Montana's individual artists in 2005. MSU Billings did the study, and it showed that individual artists in 2004 had an economic impact on the state that year of close to one quarter of a billion dollars.

**Slide: Webpage**

We provide a great number of resources through our website and other technologies.

**Slide: Blueprint**

All of our work ties back to our Operating Blueprint, developed last year, encompassing 2008-2013.

If you'd like to open your Blueprints now to page 4, you'll see that the first of our primary frameworks, Arts Education, begins there.

You'll see that in our plan, we chart our course by specifying:

- The outcome we want
- Why we do it
- How we do it
- Indications of success
- Consequences of failure
- How we evaluate it

**Slide: Measurement and Timelines are in Annual Work Plan**

The LFA raises an issue in her materials stating that the agency lacks specific, measurable and time-bound objectives for our goals.

We'll need to do some adjusting to what we list as Goals and Objectives in the future so there is not any confusion. Those listed in your LFA materials align to our "Outcome We Want" and "How We Do It," which are broader in scope than what we now know you want.

Where we need to go to provide you with the information you want is our Annual Work Plan. This is where our specific, measurable and time-bound objectives are located, and it is through the annual work plan that we implement this Blueprint.

Our FY 2008-2009 annual work plan and accomplishments is 48 pages long, so I won't bore you with all the details.

**Slide: Arts Ed Objective # 1: Annual Work Plan – four posters**

But to give you some brief examples of how the annual work plan integrates measurements and timelines, we'd like to take some highlights from the Arts Education frame to tie to those objectives mentioned in the LFA materials. We hope this will give you confidence we are doing our job as it relates to specificity, measures and timelines.

If you'll refer to your LFA materials and the box at the bottom of E-76, you'll see that the first bullet is about technical assistance and curriculum development.

One of the tasks we've designed to achieve this goal has to do with the development of four posters featuring the Montana Circle of American Masters. These posters include teaching tools on the back, and they have been sent to every school in the state. Mr. Chairman, I'd like to ask Beck McLaughlin, our Arts Education Director and the person responsible for this educational tool, to present them to the committee now. We have more available if you would like to receive them.

You can see that at the end of FY 2008, we actually had five posters printed – four for the teachers and one for the Circle of American Masters program.

In addition to the posters, there are five more time-bound, specific and measurable tasks assigned to this objective in FY 2008, which I'm going to skip over in the interest of time.

**Slide: Arts Ed Objective #2: Workshops for teachers – MEA/MFT**

The second bullet at the bottom of E-76, our second objective for Arts Education K-12, has to do with organizing workshops for teachers. Our first task associated with this is to produce ten or more workshops each year at MEA-MFT. In the Accomplishments, you can see that we did, indeed, meet that goal in FY 2008, and 140 teachers attended.

**Slide: Arts Ed Objective #2: Teaching Artists Workshops**

Here is another example of a task outlined for this same workshop objective: Build on the previous four six-hour workshops previously done, and you can see that in the accomplishment, we have done just that, scheduled for May of 2009.

**Slide: Arts Ed K-12 – How We Evaluate It**

As I mentioned before, in our Blueprint, we have a “How We Evaluate It” section for each frame. Here is the first one in the Arts Ed K-12 section on page 5 of the blueprint.

This has to do with compiling and analyzing data....

**Slide: Beck's list – part 1**

And here are some of among the two dozen outcomes we evaluate each year to ensure that each activity has:

- Clear Learning Objectives
- Effective processes
- Detailed activities

**Slide: Beck's list – part 2**

- Integration with curriculum/program
- Process was effective to set learning objective
- Artist did a high-quality job.

**Slide: Annual Work Plan Calendar**

To further map out how we ensure our work is measurable, specific and time-bound, we have an annual work plan calendar that maps out each month and each staff member along with each task in the plan – so we clearly know who is to do what when, and we can then monitor progress and

develop accomplishments at year's end. Here we have page one of the calendar, which is about 12 pages long.

(Pause)

Our annual work plan and accomplishments are located on our website.

I hope this effectively speaks to the issue raised by the LFD to give this legislative committee the confidence that we are doing specific, measurable and time-bound work.

**Slide: Progress Report on Performance Measures**

The LFD correctly states in her materials that in October we did not report our progress to date on measurement goals for the 2009 Biennium. That is because we did not have final reporting in from our grantees, and the analysis of that information, until the end of the year.

Senator Wanzenreid told us that we could provide our report at this subcommittee, and we are happy to tell you that our 2008 goals have been met as shown here.

Goal: 10% of enrolled K-12 students are served by MAC's arts ed programs

Achieved: 19% reached

Goal: 60 community events and 4,000 community members benefitting

Achieved: 36 community events and 4,220 community members attending

Goal: Half of Montana's counties are served by MAC's arts ed programs

Achieved: 89% of state's counties served

Turn off light on Power Point slides--

To cover the progress against our goal for the conversion of MAC's database, we have asked Steve Bender of ITSD to make this report for us. For the past four years MAC has utilized ITSD to totally re-design our database to make it inter-relational and make it ready for the next phase of development, which will eventually be an e-grants system that can tie directly into our database. The legislature allocated one-time-only funding of \$73,920 toward the first phase of this work in the current biennium. It is and will continue to be critical to MAC's efficient and technological capabilities.

Kristin Han Burgoyne, our Grants and Database Director, is also here to answer any questions you might have on this topic.

Steve Bender

**LFD Issue regarding Personal Services exceeding legislative authority**

The other issue the LFD raised is in regard to the agency exceeding its legislative authority for Personal Services. I am going to ask our Accountant Carleen Layne to speak to this issue.



Carleen Layne

**Guests**

One of the most valuable ways that we measure success in our goals and objectives is by the public value that is produced from our programs. We have asked our council member Rob Quist to relate some of those stories to you. And we also welcome two additional guests from the board of directors of the Copper Village Art Museum and Arts Center in Anaconda, Susan Lanes (Lan-nis) and Sally Ralston to give you first-hand insights, as well.

Rob,

***Arni: Turn on slide of poem, then shut out light after that...keep computer and projector ON.***

Susan – note Sally won't be speaking

Turn back on light on Power Point Projector

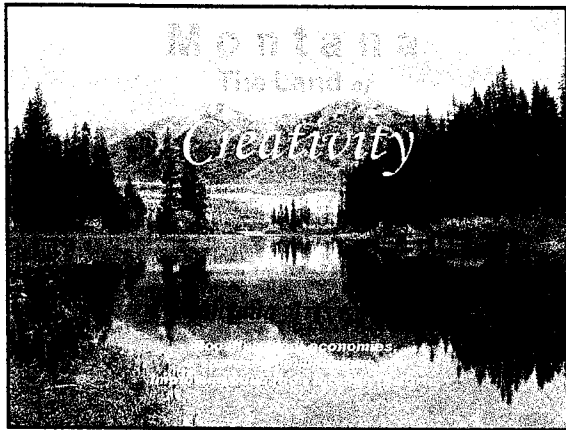
**Slide: Fort Benton's "Industry is Useless Without Culture"**

That concludes our presentation this morning. Our closing image is a sign that has been on the side of the school in Fort Benton, where I attended junior high. (Originally, I'm a farm girl from Carter.)

We thought it sums up the public value of all three of the state agencies whom you'll hear from this morning – us, the State Library and the Historical Society!

We would be happy to answer any questions or provide any further information you may need or wish. Thank you for the opportunity to make this presentation.

###



## Montana Arts Council Vision

Montana will be known far and wide as  
"The Land of Creativity,"  
where the arts are essential to the  
creativity, imagination and  
entrepreneurship  
that make  
Big Sky Country  
the very best place on earth  
to live, learn, work and play.

## Montana Arts Council Mission

The Montana Arts Council is the  
agency of state government  
established to develop the  
creative potential of all Montanans,  
advance education,  
spur economic vibrancy and  
revitalize communities  
*through involvement in the arts.*

## The Arts: Visual Arts

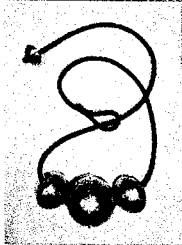


Copper Village Art Center  
Anaconda



C. M. Russell's  
"Wagon Boss"

## The Arts: Crafts



Jim Kittridge Jewelry



Stumptown Art Studio,  
Whitefish

## The Arts: Theater



Shakespeare in the Parks



Missoula Children's Theatre

## The Arts: Dance



Rocky Mountain Ballet Theatre,  
Missoula



Montana Ballet  
Bozeman

## The Arts: Music



World-famous violinist Midori with the  
Dillon Junior Fiddlers



A moment of fun with the  
Glasgow Symphony Orchestra,  
Kalispell



A "teachable moment" with the  
Bozeman Symphony

## The Arts: Traditional and Folk Arts



George T. Holt, Dillon



Jackie Larson Bred, Great Falls

## The Arts: Literature



## Montana Arts Council Members

Jackie Parsons, Browning, Chairman  
Cyndy Andrus, Bozeman, Vice-Chair  
Corky Clairmont, Ronan  
Tracy Under, Molt  
Rick Newby, Helena  
Ellen Ornitz, Manhattan  
Arlene Parisot, Helena  
Rob Quist, Kalispell  
Kevin Red Star, Roberts  
Kathy Schlepp, Miles City  
Youpa Stein, Arlee  
Judy Ulrich, Dillon  
Jane Wagoner Deschner, Billings  
Wilbur Wood, Roundup



Jackie  
Parsons,  
Chairman,  
Browning



Rob  
Quist,  
Kalispell

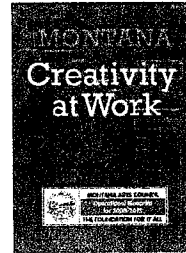
## Staffing

Position	Is also
Executive Director	Publisher, "State of the Arts" Newspaper
Accountant	Centralized Services and Operations Director
Arts Education Director	Web Services Director
Grants Director	Database Director and ADA Compliance Coordinator
Business Development Specialist	Lead Grant Writer and Major Initiative Developer
Folk Arts & Market Development Specialist (3/4-time)	Training Specialist
Indian Arts Market Specialist (1/4-time)	Montana Indian Business Alliance Liaison
Executive Assistant (part-time)	Percent-for-Art Manager
Administrative Asst. (part-time)	Writer and Editor

## Staff: Technical Assistance

- How do I achieve tax-exempt status
- Where can I get my book published?
- How do I get my work into a gallery or museum?
- How do I go for grants? How do we make our organization more efficient?
- Can you help us with our strategic planning?
- How can I get rid of a board member?
- And on and on...

## MAC's Operating Blueprint



## Three Frameworks:

**Arts Education**

**Economic  
Vitality**

**Public Value**



**Grants**



**Grants**

***All tie to:***  
**Arts Education**  
**Economic Vitality**  
**Public Value**

## Grants: Artists in Schools and Communities



Recent Residencies at Dutton/Brady Elementary,  
Power Elementary and H.S., and Dillon Schools

**Grants:  
Artists in Schools and  
Communities**



Anaconda High School  
hosted "Othello" by  
Shakespeare in the Schools

**Grants:  
Arts Education Residencies**



Kellspell High School hosted a two-week residency with Jay Laber



**PUBLIC VALUE  
PARTNERSHIPS**  
THE ARTS Valued by Montana  
Worthy of State Investment

***Focusing on:***  
**Relevance**  
**Relationships**  
**and**  
**Return on Investment**

**Public Value Partnerships  
Grants in your area:**



Shakespeare in the Parks Bozeman

**Public Value Partnerships  
Grants in your area:**



Motherlode Theatre, Butte



**PUBLIC VALUE  
PARTNERSHIPS**  
THE ARTS Valued by Montana  
Worthy of State Investment

**"How does your organization  
produce public value  
in return for the  
state funding  
it receives?"**

**Public Value Partnerships  
Grants in your area:**



**Emerson Cultural Center Bozeman**

**Public Value Partnerships  
Grants in your area:**



**Billings Symphony**

**Public Value Partnerships  
Grants in your area:**



**Stumptown Art Studio Whitefish**

**Public Value Partnerships  
Grants in your area:**



**Butte Symphony**

**Public Value Partnerships  
Grants in your area:**



**Yellowstone Art Museum, Billings**

**Public Value Partnerships  
Grants in your area:**



**Bozeman  
Symphony**

## Public Value Partnerships Other grants in your area

Other organizations that receive these grants that serve your area:

- Hockaday Museum, Kalispell
- Vigilante Theatre, Bozeman
- Venture Theatre, Billings
- Glacier Symphony, Kalispell
- Missoula Children's Theatre, Missoula

## Grants: Opportunity and Professional Development

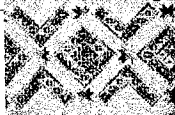
**A sampling of the 24 grants in FY 2008:**

Museum of the Northern Plains Indians, Browning  
North Valley Music School, Whitefish  
Katherine Kramer, Bozeman  
Kalispell Area Music Teachers  
Sunburst Community Foundation - Eureka

## Grants: Folk Arts Master/Apprenticeships



Paul Zarzycki, Great Falls  
Cowboy Poet



Sylvia Johnson Overby, Plentywood  
Norwegian Hardanger

Traditional Hide Painter  
Al Chandler Goodwin, Hays

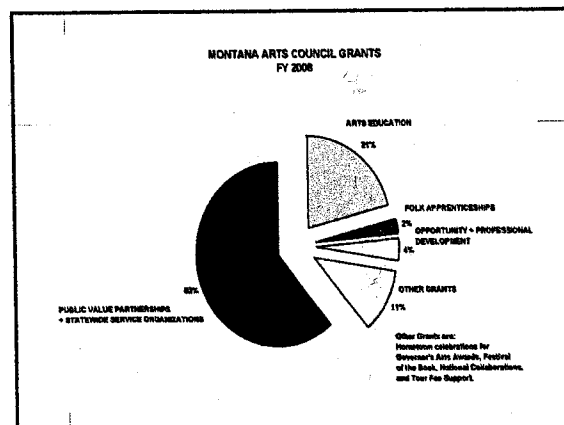


## Grants: Artist Innovation Awards

- New awards to recognize artists who show:
  - Extraordinary innovation in their work
  - Outstanding originality and dedication in their creative pursuits
  - A marked capacity for self-direction

## Artist Innovation Awards

Awardees will be required to complete an activity in the coming year that will help other Montanans learn about their innovative work and processes.



**MONTANA  
CULTURAL  
TRUST**

Partial funding for this project was provided by a Legislative Grant



- Cultural Trust grants are in HB9, not HB2, heard in Long-Range Planning
- Cultural Trust administrative costs are in HB2
- Cultural Trust funds history, arts and all things cultural – it's NOT just an "arts" Trust.
- Current corpus: \$10.4 million  
FY 2010-11 grants: \$810,000



**MONTANA ARTS COUNCIL**

## Programs

### Programs: "State of the Arts" Newspaper

MONTANA ARTS COUNCIL  
**STATE OF THE**



### Programs: Leadership Institutes



**Yellowstone Art Museum, Billings**  
Jennifer Corning,  
Dee Muller, Erin Middleton



**Venture Theatre, Billings**  
Susan Skarano, Robert Woods,  
Sarah Butts, Patrick Wilson



**Alberta Ballet Theater, Billings**  
Doug Nagel, Kristie Amy, William Wood,  
Kathleen Bernolt, Corby Skinner, Beas Fredlund



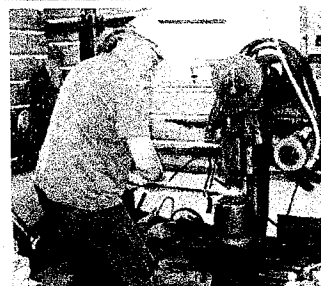
**Southwest Montana Arts Council, Dillon**  
Karen Disney, Laura Haral,  
Cindy Peck, Megan Peck

### Leadership Institutes

#### Arts Organization Workshops:

- Marketing
- Fund Raising
- Governance
- Strong business skills development

### Programs: Montana Circle of American Masters



**Glenn  
Goldthwait  
Blacksmith  
Sheridan**



## Programs: Montana Circle of American Masters



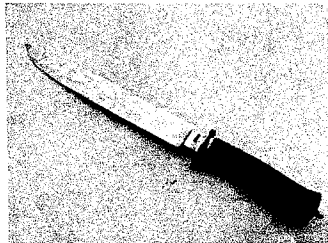
Elaine F. Snyder  
Buckskin Tailor  
Kalispell

## Programs: Montana Circle of American Masters



Rich Charlson  
Wood Artist  
Carter

## Programs: Montana Circle of American Masters



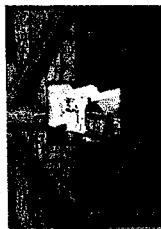
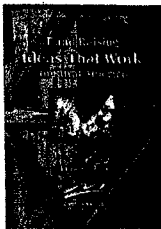
Ed Caffrey, Bladesmith, Great Falls

## Programs: Montana Circle of American Masters

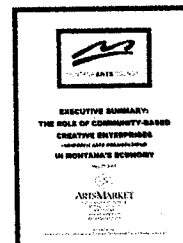
### Other Inductees:

George T. Holt, Saddlemaker, Dillon  
Mary Lou Big Day, Traditional Crow Dolls, Pryor  
Jackie Larson Bread, Beadwork, Great Falls  
Jessie Clemens, Fingerweaving, Polson  
Judy Ericksen, Potter, Great Falls  
Al Chandler Goodstrike, Hide Painter, Hays  
Sylvia Johnson Overby, Hardanger, Plentywood

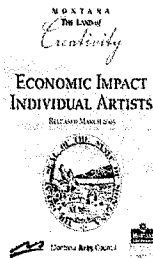
## Programs: Publications



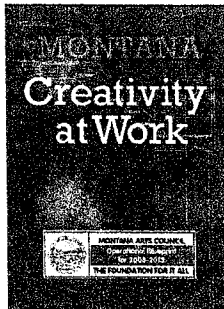
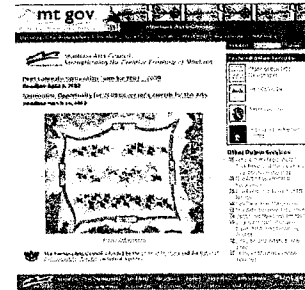
## Research



## Research



## Programs: Web Services and ListSerts



### Three Frameworks:

Arts Education  
Economic Vitality  
Public Value

### Defined by:

- Outcome we want
- Why we do it
- How we do it
- Indications of success
- Consequences of failure
- How we evaluate it

## Measurement and Timelines are done in Annual Work Plan

**FY 2008-9 Annual Work Plan and Accomplishments is 48 pages long.**

## Annual Work Plan Arts Ed K-12

**Objective #1:** Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone and on our website.

### **FY 2008-FY 2009 Task #1**

- Develop four posters with teaching tools based on the traditional arts for use in schools and nonprofit arts groups.

### **FY 2009 Task Accomplished**

- Five posters 18" x 24" printed (1000 of each) representing the art of the first five Montana Circle of American Masters with background on the artist and a lesson plan targeted to fourth grade teachers – June 2009.

## Annual Work Plan Arts Ed K-12

**Objective #2:** Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects

### **FY 2008 Task #1**

- Ten or more workshops in all arts each year at annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference with NEA-MFT paying the fee and travel for the arts keynote presenter

### **FY 2009 Task #1 Accomplishment**

*Ten workshops held in October 2007 at MEA/MFT with 140 teachers attending.*

## Annual Work Plan Arts Ed K-12

### FY 2008 Task #3

- Build on previous four 6-hour teaching artist workshops on lesson planning, assessment and classroom management with a six-hour follow-up.

### FY 2008 Task #3 Accomplishment

Workshop planned in 2008, and Eric Johnson will provide a new six-hour workshop on May 15, 2009

## Arts Ed K-12 How We Evaluate It

Determine if school residency grants have clear and measurable learning objectives that are aligned with the Montana Standards for the Arts....

Task #1: Compile residency grant data each fall, analyze it and evaluate it.

## Arts Ed: K-12 Objective #1 How We Evaluate

### Each Grantee Reports On:

- Overall satisfaction with the residency outcome
- Application has clear learning objectives
- Application describes effective process to assess whether students met learning objective
- Application has detailed activities that meet the objectives

### Grantees Report On, continued

- Demonstrates residency's integration with curriculum/program
- Learning objectives were collaboration of artist and teacher/sponsor
- Collaboration process was successful
- Process was effective to set learning objectives
- Artist did a high quality job

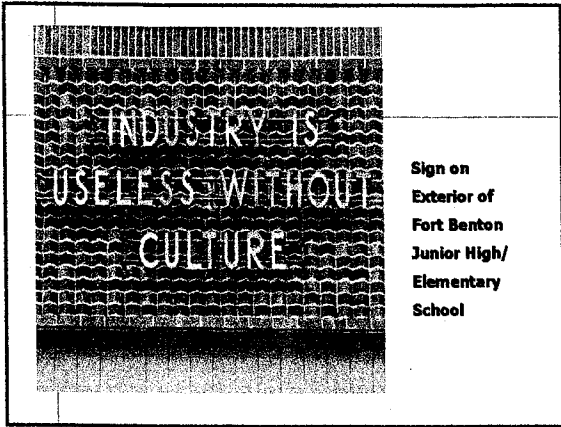
Category	Goal	Actual	Target	Notes
Arts Ed K-12	100%	100%	100%	100% of enrolled K-12 students are served by MAC's arts ed programs
Community Events	60	36	60	36 events and 4,220 attendees
Community Members	4,000	4,220	4,000	4,220 attendees
Montana's Counties	50%	89%	50%	89% of state's counties served

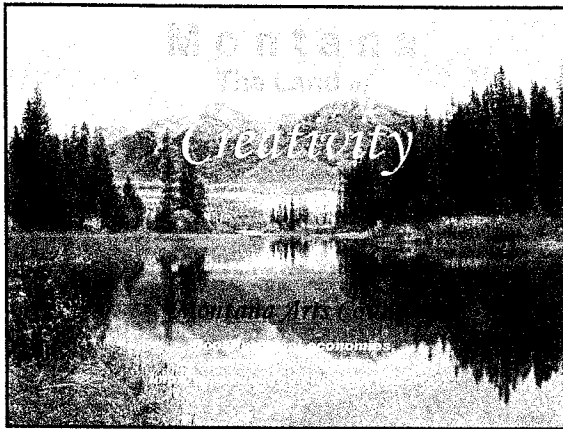
## Progress on FY 2008 Performance Measures

Goal: 10% of enrolled K-12 students are served by MAC's arts ed programs  
 Achieved: 19% reached

Goal: 60 community events and 4,000 community members benefitting  
 Achieved: 36 events and 4,220 attendees

Goal: Half of Montana's counties served by MAC's arts ed programs  
 Achieved: 89% of state's counties served





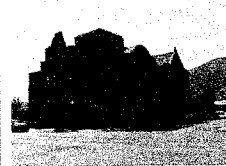
## Montana Arts Council Vision

Montana will be known far and wide as  
"The Land of Creativity,"  
where the arts are essential to the  
creativity, imagination and  
entrepreneurship  
that make  
Big Sky Country  
the very best place on earth  
to live, learn, work and play.

## Montana Arts Council Mission

The Montana Arts Council is the  
agency of state government  
established to develop the  
creative potential of all Montanans,  
advance education,  
spur economic vibrancy and  
revitalize communities  
*through involvement in the arts.*

## The Arts: Visual Arts

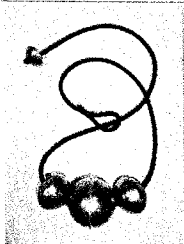


Copper Village Art Center  
Anaconda



C. M. Russell's  
"Wagon Boss"

## The Arts: Crafts



Jim Kittredge Jewelry



Stumptown Art Studio,  
Whitefish

## The Arts: Theater



Shakespeare in the Parks

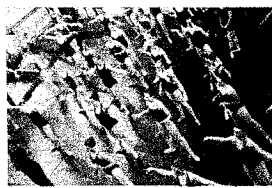


Missoula Children's Theatre

## The Arts: Dance



Rocky Mountain Ballet Theatre,  
Missoula



Montana Ballet  
Bozeman

## The Arts: Music



World-famous violinist Midori with the  
Dillon Junior Fiddlers



A moment of fun with the  
Glacier Symphony Orchestra,  
Kalispell



A "teachable moment" with the  
Bozeman Symphony

## The Arts: Traditional and Folk Arts



George T. Holt, Dillon



Jackie Larson Breed, Great Falls

## The Arts: Literature



## Montana Arts Council Members

Jackie Parsons, Browning, Chairman  
Cyndy Andrus, Bozeman, Vice-Chair  
Corky Clairmont, Ronan  
Tracy Linder, Molt  
Rick Newby, Helena  
Ellen Ormiz, Manhattan  
Arlene Parisot, Helena  
Rob Quist, Kalispell  
Kevin Red Star, Roberts  
Kathy Schlepp, Miles City  
Youpa Stein, Arlee  
Judy Ulrich, Dillon  
Jane Waggoner Deschner, Billings  
Wilbur Wood, Roundup



Jackie  
Parsons,  
Chairman,  
Browning



Rob  
Quist,  
Kalispell

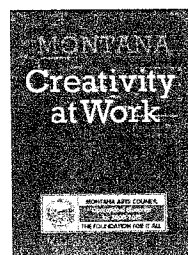
## Staffing

Position	Is also
Executive Director	Publisher, "State of the Arts" Newspaper
Accountant	Centralized Services and Operations Director
Arts Education Director	Web Services Director
Grants Director	Database Director and ADA Compliance Coordinator
Business Development Specialist	Lead Grant Writer and Major Initiative Developer
Folk Arts & Market Development Specialist (3/4-time)	Training Specialist
Indian Arts Market Specialist (1/4-time)	Montana Indian Business Alliance liaison
Executive Assistant (part-time)	Percent-for-Art Manager
Administrative Asst. (part-time)	Writer and Editor

## Staff: Technical Assistance

- How do I achieve tax-exempt status
- Where can I get my book published?
- How do I get my work into a gallery or museum?
- How do I go for grants? How do we make our organization more efficient?
- Can you help us with our strategic planning?
- How can I get rid of a board member?
- And on and on...

## MAC's Operating Blueprint



## Three Frameworks:

**Arts Education**

**Economic  
Vitality**

**Public Value**



MONTANA ARTS COUNCIL

## Grants



MONTANA ARTS COUNCIL

## Grants

***All tie to:***  
**Arts Education**  
**Economic Vitality**  
**Public Value**

## Grants: Artists in Schools and Communities



Recent Residencies at Dutton/Brady Elementary,  
Power Elementary and H.S., and Dillon Schools

**Grants:  
Artists in Schools and  
Communities**



Anaconda High School  
hosted "Othello" by  
Shakespeare in the Schools

**Grants:  
Arts Education Residencies**



Kalispell High School hosted a two-week residency with Jay Laber



**PUBLIC VALUE  
PARTNERSHIPS**  
THE ARTS valued by Montanans  
Worthy of State Investment

***Focusing on:***  
**Relevance**  
**Relationships**  
**and**  
**Return on Investment**

**Public Value Partnerships  
Grants in your area:**



Shakespeare in the Parks Bozeman

**Public Value Partnerships  
Grants in your area:**



Motherlode Theatre, Butte



**PUBLIC VALUE  
PARTNERSHIPS**  
THE ARTS valued by Montanans  
Worthy of State Investment

**"How does your organization  
produce public value  
in return for the  
state funding  
it receives?"**



**Public Value Partnerships  
Grants in your area:**



Emerson Cultural Center Bozeman

**Public Value Partnerships  
Grants in your area:**



Billings Symphony

**Public Value Partnerships  
Grants in your area:**



Stumptown Art Studio Whitefish

**Public Value Partnerships  
Grants in your area:**



Butte Symphony

**Public Value Partnerships  
Grants in your area:**



Yellowstone Art Museum, Billings

**Public Value Partnerships  
Grants in your area:**



Bozeman  
Symphony

## Public Value Partnerships Other grants in your area

Other organizations that receive these grants that serve your area:

- Hockaday Museum, Kalispell
- Vigilante Theatre, Bozeman
- Venture Theatre, Billings
- Glacier Symphony, Kalispell
- Missoula Children's Theatre, Missoula

## Grants: Opportunity and Professional Development

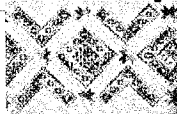
### A sampling of the 24 grants in FY 2008:

Museum of the Northern Plains Indians, Browning  
North Valley Music School, Whitefish  
Katherine Kramer, Bozeman  
Kalispell Area Music Teachers  
Sunburst Community Foundation - Eureka

## Grants: Folk Arts Master/Apprenticeships



Paul Zarzycki, Great Falls  
Cowboy Poet



Sylvia Johnson Overby, Plentywood  
Norwegian Hardanger

Traditional Hide Painter  
Al Chandler Goodstrike, Hays



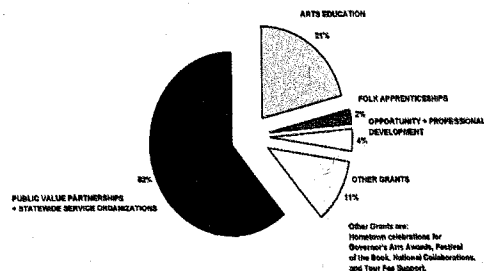
## Grants: Artist Innovation Awards

- New awards to recognize artists who show:
  - Extraordinary innovation in their work
  - Outstanding originality and dedication in their creative pursuits
  - A marked capacity for self-direction

## Artist Innovation Awards

Awardees will be required to complete an activity in the coming year that will help other Montanans learn about their innovative work and processes.

MONTANA ARTS COUNCIL GRANTS  
FY 2008





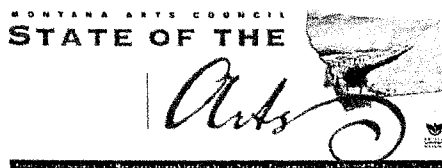
- Cultural Trust grants are in HB9, not HB2, heard in Long-Range Planning
- Cultural Trust administrative costs are in HB2
- Cultural Trust funds history, arts and all things cultural – it's NOT just an "arts" Trust.
- Current corpus: \$10.4 million  
FY 2010-11 grants: \$810,000



MONTANA **ARTS** COUNCIL

## Programs

### Programs: "State of the Arts" Newspaper



### Programs: Leadership Institutes



Yellowstone Art Museum, Billings  
Jennifer Corning,  
Doe Mullery, Erin Middleton



Venture Theatre, Billings  
Susan Scarsley, Robert Woods,  
Sarah Butts, Patrick Wilson



Alberta Ballet Theatre, Billings  
Doug Nagel, Kristie Aspy, William Wood,  
Kathleen Bonoli, Corby Skinner, Bess Fredlund



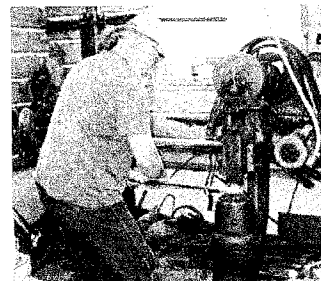
Southwest Montana Arts Council, Dillon  
Karen Olney, Laura Horst,  
Cindy Peck, Megan Peck

### Leadership Institutes

#### Arts Organization Workshops:

- Marketing
  - Fund Raising
  - Governance
- Strong business skills development

### Programs: Montana Circle of American Masters



Glenn  
Goldthwait  
Blacksmith  
Sheridan

## Programs: Montana Circle of American Masters



Elaine F. Snyder  
Buckskin Tailor  
Kalispell

## Programs: Montana Circle of American Masters



Rich Charlson  
Wood Artist  
Carter

## Programs: Montana Circle of American Masters



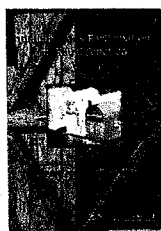
Ed Caffrey, Bladesmith, Great Falls

## Programs: Montana Circle of American Masters

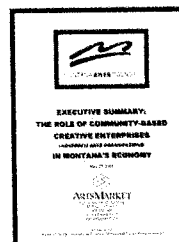
### Other Inductees:

George T. Holt, Saddlemaker, Dillon  
Mary Lou Big Day, Traditional Crow Dolls, Pryor  
Jackie Larson Bread, Beadwork, Great Falls  
Jessie Clemens, Fingerweaving, Poison  
Judy Ericksen, Potter, Great Falls  
Al Chandler Goodstrike, Hide Painter, Hays  
Sylvia Johnson Overby, Hardanger, Plentywood

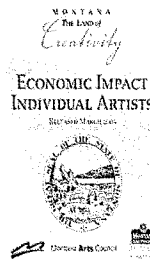
## Programs: Publications



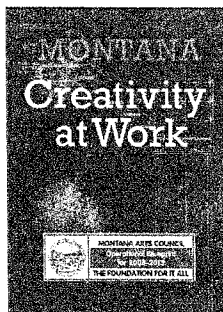
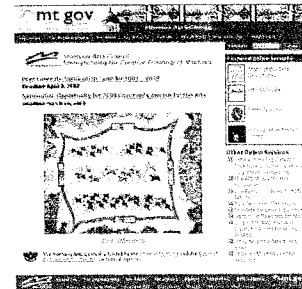
## Research



## Research



## Programs: Web Services and ListSerts



### Three Frameworks:

Arts Education  
Economic Vitality  
Public Value

### Defined by:

- Outcome we want
- Why we do it
- How we do it
- Indications of success
- Consequences of failure
- How we evaluate it

## Measurement and Timelines are done in Annual Work Plan

**FY 2008-9 Annual Work Plan and Accomplishments is 48 pages long.**

## Annual Work Plan Arts Ed K-12

**Objective #1: Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone and on our website.**

### **FY 2008-FY 2009 Task #1**

- Develop four posters with teaching tools based on the traditional arts for use in schools and nonprofit arts groups.

### **FY 2008 Task Accomplished**

- Five posters 18" x 24" printed (1000 of each) representing the art of the first five Montana Circle of American Masters with background on the artist and a lesson plan targeted to fourth grade teachers – June 2008.

## Annual Work Plan Arts Ed K-12

**Objective #2: Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects**

### **FY 2008 Task #1**

- Ten or more workshops in all arts each year at annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference with MEA-MFT paying the fee and travel for the arts keynote presenter

### **FY 2008 Task #1 Accomplishment**

*Ten workshops held in October 2007 at MEA/MFT with 140 teachers attending.*

# Annual Work Plan

## Arts Ed K-12

---

**FY 2008 Task #3**

- Build on previous four 6-hour teaching artist workshops on lesson planning, assessment and classroom management with a six-hour follow-up.

**FY 2008 Task #3 Accomplishment**

*Workshop planned in 2008, and Eric Johnson will provide a new six-hour workshop on May 15, 2009*

## **Arts Ed K-12**

### **How We Evaluate It**

---

**Determine if school residency grants have clear and measurable learning objectives that are aligned with the Montana Standards for the Arts....**

**Task #1: Compile residency grant data each fall, analyze it and evaluate it.**

# Arts Ed: K-12 Objective #1

## How We Evaluate

Each Grantee Reports On:

- Overall satisfaction with the residency outcome
- Application has **clear learning objectives**
- Application describes **effective process** to assess whether students met learning objective
- Application has **detailed activities** that meet the objectives

### **Grantees Report On, continued**

- **Demonstrates residency's integration with curriculum/ program**
- **Learning objectives were collaboration of artist and teacher/sponsor**
- **Collaboration process was successful**
- **Process was effective to set learning objectives**
- **Artist did a high quality job**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000

## **Progress on FY 2008 Performance Measures**

---

<b>Goal:</b>	<b>10% of enrolled K-12 students are served by MAC's arts ed programs</b>
	▪ <b>Achieved:</b> 19% reached
<b>Goal:</b>	<b>60 community events and 4,000 community members benefitting</b>
	▪ <b>Achieved:</b> 36 events and 4,220 attendees
<b>Goal:</b>	<b>Half of Montana's counties served by MAC's arts ed programs</b>
	▪ <b>Achieved:</b> 89% of state's counties served

